



Faculty of Cognitive Science and Human Development

**FACTORS INFLUENCING QUALITY PERFORMANCE OF
CUSTOMER SERVICE: A CASE STUDY**

Lim Chez Yeen

**UNIVERSITI MALAYSIA SARAWAK
2003**

**HF
5548.8
L732
2003**

UNIVERSITI MALAYSIA SARAWAK

BORANG PENGESAHAN STATUS TESIS

JUDUL: FACTORS INFLUENCING QUALITY PERFORMANCE OF CUSTOMER SERVICE:AT CASE STUDY AT TELEKOM MALAYSIA BERHAD (TMB)

SESI PENGAJIAN: 2000-2003

Saya: LIM CHEZ YEEN

mengaku membenarkan tesis ini disimpan di Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dengan syarat-syarat kegunaan seperti berikut:

1. Tesis adalah hakmilik Universiti Malaysia Sarawak
2. Pusat Khidmat Naklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat pendigitan untuk membangunkan Pangkalan Data Kandungan Tempatan
4. Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat salinan tesis ini sebagai bahan pertukaran antara institusi pengajian tinggi.
5. **sila tandakan (√)

☐ SULIT (mengandungi maklumat yang berdarjah keselamatan atau kepentingan seperti termaktub di dalam AKTI RAHSIA RASMI 1972)

☐ TERHAD (mengandungi maklumat terhad yang telah ditentukan oleh organisasi/badan di mana penyelidikan dijalankan)

☐ TIDAK TERHAD



(TANDATANGAN PENULIS)



(TANDATANGAN PENYELIA)

Alamat Tetap:

370, Kenyalang Park,
Jalan Sim Kheng Hong,
93300 Kuching, Sarawak.

Tarikh: 20/3/2003

Tarikh: 20/3/2003

FACTORS INFLUENCING QUALITY PERFORMANCE OF CUSTOMER SERVICE: A
CASE STUDY

P.KHIDMAT MAKLUMAT AKADEMIK
UNIMAS



1000129372

By

Lim Chez Yeen

This project is submitted in partial fulfilment of the requirements for a
Bachelor of Science with Honours (Human Resource Development)
Faculty of Cognitive Sciences and Human Development
University Malaysia Sarawak

The project entitled 'Factors influencing quality performance of customer service: a case study' was prepared by Lim Chez Yeen and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

Received for examination by:



(Puan Leni Roman)

Date:

20/3/2003

ACKNOWLEDGEMENT

I would like to express my sincere acknowledgement to the assistance, cooperation and guidance rendered to me by several parties.

Firstly, I would like to thank Telekom Malaysia Berhad (TMB) Kuching for granting permission to carry out this study.

Secondly, my profound indebtedness is due to my supervisor, Puan Leniiw Roman, for her constant guidance and helpful tip on the finer points of conducting and reporting research.

Thirdly, I thank all the staffs at TMB and Arab Assurance who are involved in my study for their assistance and co-operation. Their willingness to be involved in the study made my task much easier.

Last but not least, I deeply treasure the assistance, encouragement and support of my family, friends and course-mates, which has resulted in the completion of this thesis.

ii

3.6	Data Analysis	22-24
3.6.1	Descriptive statistics	
3.6.2	Inferential statistics	
3.6.3	Pearson correlation	
3.6.4	Linear regression	
4.	Findings and Discussion	
4.1	Introduction	25
4.2	Demographic Characteristics	25-26
4.3	Frequency Analysis of Respondents' Perception toward Quality Performance	26-27
4.3.1	Frequency analysis of respondents' perception toward personality, social- support and job setting variables	27-29
4.4	Hypotheses Testing on Correlation between Factors on Quality Performance of Customer Service	29-32
4.4.1	Hypothesis one: there is no significant correlation between self-esteem and quality performance of customer service	
4.4.2	Hypothesis two: there is no significant correlation between Emotions and quality performance of customer service	
4.4.3	Hypothesis three: there is no significant correlation between team-leader support and quality performance of customer service	
4.4.4	Hypothesis four: there is no significant correlation between team-member support and quality performance of customer service	
4.4.5	Hypothesis five: there is significant correlation between role conflict and quality performance of customer service	
4.4.6	Hypothesis six: there is no significant correlation between workload and quality performance of customer service	
4.5	Hypotheses Testing on Dominant Factors which Influence Quality Performance of Customer Service	32
5.	Conclusion, Implication and Recommendation	
5.1	Introduction	33
5.2	Conclusion	33
5.3	Implication	33-34
5.4	Recommendation	34-35
5.4.1	To human resource personnel	
5.4.2	To future researcher	
6.	Bibliography	36-39
7.	Appendix I	40-44

LIST OF FIGURES

Figure 1 Conceptual Framework for the Study	4
Figure 2 A Model of Contingency Approach	10
Figure 3 Empowering Cycle of High Self-Esteem	11
Figure 4 Vicious Cycle of Low Self-Esteem	11
Figure 5 Types of Emotions in the Workplace	12
Figure 6 The Final Model	13
Figure 7 Components of the Path-Goal Model	14
Figure 8 A General Model of Leadership Perceptions	15
Figure 9 3-C Leadership Mode	16
Figure 10 Factors Affecting Successful Implementation of HPTs	17
Figure 11 Source of Role Stress at Work	18

LIST OF TABLES

Table 1 The Four-Point Rating Scale	22
Table 2 Level of Perception and Interpretations of Score	22
Table 3 Interpretation of the Correlation Coefficient, r	24
Table 4 Distribution of Respondents by Demographic Characteristics	25
Table 5 Frequency Analysis of Respondents Perception toward Quality Performance	26-27
Table 6 Frequency Analysis of Respondents Perception toward Personality, Social-Support and Job Setting Variables	27-28
Table 7 Summary of Results of Pearson's Correlation	30
Table 8 Summary Results of Hypotheses Testing	32
Table 9 Results on Factors which are Dominant in Quality Performance of Customer Service	32

ABSTRACT

FACTORS INFLUENCING QUALITY PERFORMANCE OF CUSTOMER SERVICE: A CASE STUDY

LIM CHEZ YEEN

Generally, this projects aims to perform a preliminary investigation into factors influencing quality performance of customer service at Telekom Malaysia Berhad (TMB). The main objectives of this study include describing the demographic characteristic of the sample which includes gender, age and level of education and to identify the relationship between employees' personality variables, social-support variables as well as job-setting variables and their influence towards quality performance of customer services. Another objective of the study is to identify which factor is dominant in quality performance of customer service. Statistical Package for Social Science (SPSS) version 11.0 was used to analyze the data. Frequency and percentage are used to describe the demographic characteristics of the respondents. Statistical analysis using Pearson's bivariate correlation analysis was utilized to determine the relationship between the independent variables and quality performance of customer service. Meanwhile, statistical analysis using linear regression is used to determine the dominant factor that influences the quality performance of customer service. It is found that there is a positive significant relationship between self-esteem, emotions, team leader support and team member support with quality performance of customer service. In conclusion, by discovering the factors influencing quality performance of customer service at TMB, they can plan a more practical system to assess customer needs. Therefore, TMB must encourage and build up their employee's self-esteem as well as conducting motivational programs to improve employee's capabilities to control their emotional display. Beside that, team-leaders must always give encouragement and show concern for the well being as well as personal needs of their subordinates. In addition, there must also be a feeling of comfort and confidence in the interpersonal relationship among co-workers because teamwork is an important element that will contribute to the success of an organization.

ABSTRAK

FAKTOR-FAKTOR YANG MEMPENGARUHI PERKHIDMATAN PELANGGAN YANG BERKUALITI: SATU KAJIAN KES

Lim Chez Yeen

Pada umumnya, projek ini bertujuan untuk melakukan penyiasatan awal terhadap faktor-faktor yang mempengaruhi perkhidmatan pelanggan yang berkualiti di Telekom Malaysia Berhad (TMB) Kuching. Objektif utama projek ini termasuklah menerangkan ciri-ciri demografi yang merangkumi aspek jantina, umur dan tahap pendidikan serta mengenalpasti hubungan yang wujud di antara faktor personaliti, sokongan sosial dan rekabentuk kerja dengan perkhidmatan pelanggan yang berkualiti. Objektif lain termasuklah mengenalpasti faktor dominan yang mempunyai impak terpenting terhadap perkhidmatan pelanggan yang berkualiti. Statistical Package for Social Science (SPSS) versi 11.0 digunakan untuk menganalisis data yang dikumpul. Frekuensi dan nilai peratusan digunakan untuk menerangkan ciri-ciri demografi para responden. Analisis statistik jenis colerasi Pearson's pula digunakan untuk mengenalpastikan hubungan yang wujud di antara pembolehubah tidak bersandar dengan pembolehubah bersandar. Manakala, analisis statistik jenis regresi linear digunakan untuk menentukan faktor dominan yang paling banyak mempengaruhi aspek perkhidmatan pelanggan yang berkualiti. Keputusan daripada analisis membuktikan bahawa hubungan positif yang signifikan hanya terdapat di antara faktor personaliti dan sokongan sosial terhadap perkhidmatan pelanggan yang berkualiti. Tuntasnya, organisasi seharusnya menggalakkan pembinaan keyakinan diri di kalangan pekerja di samping memperbanyakkan lagi usaha mengadakan program motivasi bagi meningkatkan kebolehan para pekerja dalam mengawal paparan emosi masing-masing. Selain itu, peranan seorang ketua pasukan juga tidak harus dipandang rendah. Sebaliknya, seseorang ketua pasukan mempunyai tanggungjawab serta kewajiban untuk memberi sokongan moral, peka serta perihatin terhadap segala keperluan serta tingkahlaku pekerja bawahannya. Tambahan pula, hubungan interpersonal yang erat di kalangan para pekerja juga merupakan satu elemen yang boleh menyumbang kepada jatuh, bangunnya sesebuah organisasi.

CHAPTER 1 INTRODUCTION

1.1 Introduction

During the past few years, the emergence of service-sector organization and the growth of employment in counter services have shown that services which require high degree of personal contact with the public are getting more and more competitive. Macdonald and Sirianni (1996) pointed out that many of these newly created service jobs involve face-to-face or voice-to-voice interactions with customers (cited in Deery, Iverson & Walsh, 2002).

During service transaction, front line employees are expected to display emotions that fulfill certain core values or standards that the company visualize. According to Erickson and Wharton (1997) employees are expected to appear happy, nice and glad to serve the customers in spite of any misgivings or different feelings they may have (cited in Mann, 1997). Since these employees carry out an important role in the management of customer relationship, they must deeply and completely understand what is meant by quality counter services because the behaviors they display is the central to the success of the service transaction. Peccei and Rosenthal (1997) mention that customers' perceptions of quality service are significantly affected by the nature of the interaction with front line staff (cited in Deery, Iverson & Walsh, 2002). But, we have to understand that front line employees tend to undergo solemn role conflict because they cannot display their real internal feelings especially negative emotions such as anger, nervousness and fear when serving the customers and management at the same time. Role conflict will occur when an individual is expected to engage in inconsistent behavior resulting from contradictory demands between a firm's customers and its management (Rogers, Clow & Kash, 1994)

Unfortunately, not many service-sector organizations enjoyed great successes in implementing the positive psychological well being of their front line employees. Poor services related to counters are long queue, unmanned counters, computers off line and impolite personnel. On the other hand, employees cannot be blamed for everything because customers are getting more and more demanding each and everyday. Some bad-tempered customers will keep on complaining series of minor problems and even demand for some unreasonable requests that can lead to emotional exhaustion or stress among employees. Therefore, in order to provide world-class customers' services as well as maximum customers' satisfaction, service-sector organizations have to understand how to manage and improve their quality services.

So, the main reason of conducting this research is to identify the factors such as personality, social support as well as job-setting variables that may influence the quality performance of customer services in a service sector organization.

1.2 Background of the Study

Due to rapid changes of technology and globalization, competition in the business world depends greatly on employees' ability to maintain utmost customer satisfaction in order to remain competitive. Gradually, the focus has shifted from production and internal conditions to customer needs, requirements and expectation. Walker (1990) affirmed that in today's post-industrial societies, the service sector has the potential in replacing manufacturing as the main constituent of Gross Domestic Product (GDP). In Malaysia, the services sector posted a marginal increase of 4.9 percent compared with the 4.8 percent in 2000 (Asia Features, 2002). Therefore, with the focus on sustaining current level of demand, organizations begin to realize that their businesses must deliver goods and services that really meet with the rising expectations of their customers because consumers are now faced with an increasing number of alternatives in terms of products or services available (Stewart, 1996).

The evolution of marketing orientation from production volume (1920-1945), sales (1945-1980) to relationship marketing (1980-1990) demand a more accurate and practical approach to the management of customer relationships (Stewart, 1996).

Studies have been conducted to identify variables that are associated with quality performance of customer service. Berry, Parasuraman and Zeithaml (1988) are among the best researchers on service quality and they have studied customer-perceived quality in five categories - reliability, responsiveness, assurance, tangible and empathy (cited in Edvardsson, Thomasson & Ovreteit, 1994). Offering quality products and services to their valuable customers is a vital process in service sector organizations because customers have different values and different grounds for assessment and they may perceive same service in different ways. Thus, what makes an organization differs from another competitors that provide the same products and services. In customer service, staffs that have direct contact with customers have the greatest effect on the company's reputation (Walker, 1990). Ozawa (1993) once stated that people are the most important management resource (cited in Lau & Idris, 2001). Although organization consists and depends greatly of a group of human beings but each individual differs not only in character but also in ways of thinking and behaviors. Therefore, Schmit and Allscheid (1995) found a positive relationship between service workers attitudes and customer satisfaction.

Research done by Wiele, Roselie and Heaselink (2001) shows that there is a significant correlation between perceived customer satisfaction and sales volume for service quality and for the overall quality perception. Therefore, front line employees can be classified as important element in providing quality customer service because customers who visit service sector organizations have specific needs and high expectations of private sector that provide counter services. Service quality can be defined as service that correspond to the customers' expectations and satisfy the needs as well as their requirement (Edvardsson, Thomasson & Ovreteit, 1994).

Numerous studies also show a positive correlation between self-esteem and peak performance at work (Harris, 2002; Callaghan & Thompson 2002 & Hopel, 2002). Therefore, front line staff is often the key players in determining the success of the service transaction. Peccei and Rosenthal (1997) once stated that customers believed that quality services are directly related to the interactions with front line staff (cited in Deery, Iverson & Walsh, 2002). Macdonal and Sirianni (1996) affirmed requirements that staff display certain forms of behavior that conform to organizationally established norms are now common in most areas of interactive service work (cited in Deery, Iverson & Walsh, 2002).

Service is something very subjective and difficult to define, therefore Telekom Malaysia Berhad (TMB) is now striving to survive and succeed in this turbulent business world of today, trying to retain their customers and hopefully to increase more customers because competitors

that produce the same products and services are ever increasing. For example, mobile phone system provided by TMB is facing great challenge by Digi, Maxis, Celcom, Timecel and so on.

According to the information given by the management of TMB, previously there are six core values, such as:- *Total commitment to our customer, Dynamic and consistent leadership, Total employee commitment, Concerted efforts and share responsibilities, Uncompromising integrity and also Foremost concern for respect and care* that have been emphasized since 1995. But, TMB has decided to reduce the six core values to three, which includes *Commitment, Integrity along with respect and care* only because employees are having problem in understanding these core values. Commitment means "giving first class service to the customer". Integrity refers to "enhancing the reputation of Telekom Malaysia". Lastly, Respect and Care means "value customer and concern for customer".

Organizations that failed to recognize or are ignorant of the fact that emotional labour like front line staff have different expectations, needs and characteristics will suffer badly from business decline. So, a successful service provider organization must always ensure the value of Respect and Care so that their employees felt a sense of belonging and enthusiastic to work hand-in-hand with the organization to have competitive edge against their rivals.

1.3 Statement of the Problem

TMB is now facing difficulties in implementing core values inside the mind-set of their employees so as to increase their job performance in customer service because each individual is unique and has different level of understanding as well as dissimilar perception. And factors that hold up this problem came from the aspect of personality, social-support and job-setting. Specifically, this study attempt to determine dominant factor in influencing quality performance of customer service at TMB.

1.4 Research Objectives

The main objective of this study is to identify factors, which influence quality performance of customer service at Telekom Malaysia Berhad (TMB) Kuching.

1.4.1 Specific objectives

The specific objectives of the study are:

1. to describe the demographic characteristic of the sample which includes gender, age and level of education.
2. to identify the relationship between employees' personality variables and quality performance of customer services.
3. to identify the relationship between social-support variables and quality performance of customer services.
4. to identify the relationship between job-setting variables and quality performance of customer services.
5. to identify the dominant factor in quality performance of customer service.

1.5 Conceptual Framework

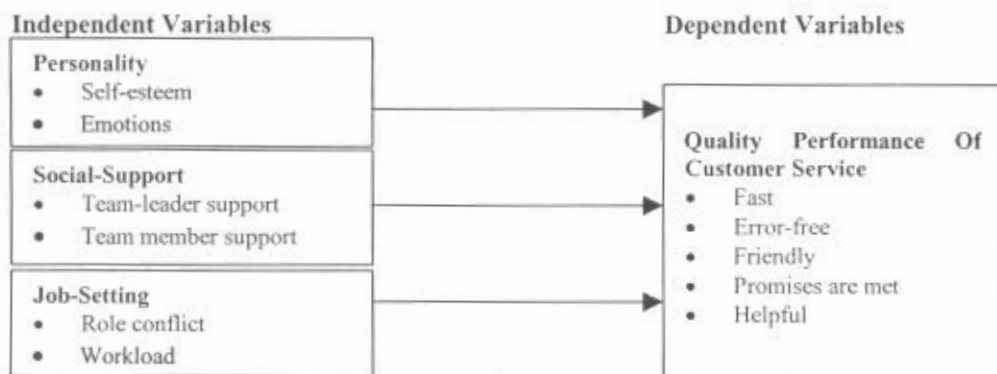


Figure 1: Conceptual Framework for the Study

1.6 Research Hypotheses

The following null hypotheses are formulated from the research questions and objectives:

Ho 1: There is no significant correlation between self-esteem and the quality performance of customer services.

Ho 2: There is no significant correlation between emotions and the quality performance of customer services.

Ho 3: There is no significant correlation between team-leader support and the quality performance of customer services.

Ho 4: There is no significant correlation between team-member support and the quality performance of customer services.

Ho 5: There is no significant correlation between role conflict and the quality performance of customer services.

Ho 6: There is no significant correlation between workload and the quality performance of customer services.

Ho 7: There is no dominant factor in quality performance of customer service.

1.7 Significance of the Study

The findings of this study will contribute to the enhancement of the field of human resource development in a private owned organization. By knowing the factors which are capable in influencing the quality performance of customer service, Human Resource personnel will understand better the factors, which discourage the implementation of core values within their employees and carry out a more effective way to communicate with their employees. Beside, Human Resource Personnel can adopt and adapt the preferred actions and planned interventions to set up a more positive working atmosphere for their employees. Quality of customer services will improve significantly when management is able to identify the problems that occur.

1.8 Definitions of Terms

In this study, the operational definition are given in order to understand the framework more accurately. Therefore, the proper focus can be given to the particular aspects within the context of the study.

1.8.1 Self-esteem

Self-esteem can be defined as one's feeling of self-competence and self-worth. Self-competence is a generalized sense of one's own efficacy or ability to deal effectively with life's challenges and to attain challenges. Simple-minded, self-competence is having self-confidence or the conviction that one is generally capable of producing the desired results. Self-worth or self-respect is accepting oneself unconditionally and having the feeling that one is worthy of living and attaining happiness (Fibel & Hale, 1978).

In this study it means having the confidence in one's own abilities, value and be able to handle any difficulties with positive attitudes without giving up easily.

1.8.2 Emotions

Ashforth and Humphrey (1995) stated that emotions are an integral and inseparable part of everyday organization life (cited in Abraham,1999).

Emotions means feeling such as anger, joy, happiness, depression and sadness, that human being experiences everyday.

1.8.3 Team-leader support

Gibson, Ivanceivch and Donnelly (2000) stated that team leader support means team leader must play social, spanning and organizing roles besides willing to work horizontally and vertically.

Team-leader support in this study means management level such as supervisor and manager understanding of the needs of their employees and always prepare to give supports through reward system, continuous learning and training opportunities, counseling session et cetera to encourage their employees.

1.8.4 Team member support

Gibson, Ivanceivch and Donnelly (2000) stated that team member support means team members are willing to help and support each other on the job.

In this study it means employee employed by the same organization are always ready to work hand-in-hand in order to achieve organizational goals and objectives. They interact with each other and performance of a member is influenced by the behavior and performance of other members.

1.8.5 Role conflict

Rogers, Clow and Kash (1994) stated that role conflict would happen when an individual is expected to engage in inconsistent behavior as a result of receiving conflicting demands resulting from a lack of harmony of command.

Role conflict in this study means that an employee cannot fulfill the incompatible demands between customers and management of TMB because of their different views.

1.8.6 Workload

Workload is defining as job that is not challenging or fails to maintain the worker's interest or attention and can be divided into quantitative and qualitative overload. Quantitative overload results when the physical demands of the job exceed the workers' capacity (Rice, 1999).

In this study it means too much work to do within a limited time until employees feel stressful to continue. In the context of this study, workload includes having to entertain too many customers at one time and management just focus on quantity of business done only.

1.8.7 Quality performance of customer service

Edvardsson, Thomasson and Ovretveit (1994) stated that quality performance of customer service means the service provider has met the specifications or requirements, which were laid down for the service based on the customers' demands and needs.

In this study, it means satisfaction of services for the customers in any service sector organization should be fast, error free, friendly, promises are met and helpful.

1.8.8 Fast

Fast means responsiveness, short cycle time, no waiting time and acknowledge presence quickly when dealing with customer service (Stewart, 1996).

In this study, fast means not wasting any time and response quickly to customer needs.

1.8.9 Error-free

Error-free is reliability as well as ability to perform the promised service dependably and accurately (Stewart, 1996).

In this study, it means employee seldom makes mistakes like giving wrong information, key in the wrong data et cetera when dealing with customer service.

1.8.10 Friendly

Stewart (1996) stated that friendly is shown by caring, empathy as well as individualized attention provided by the company and its employees.

In this study, friendly means using smiles, greeting and handshakes and other behavior that show respect and friendship.

1.8.11 Helpful

Stewart (1996) said that helpful can be defined as an effort to serve, commit to times, dates and action to be taken as well as provide undivided attention.

In this study, helpful means willingness to help customers without being asked.

1.8.12 Promises are met

Stewart (1996) stated that promises are met can be defined as a kind of knowledge and courtesy shown by employees and their ability to convey trust and confidence.

In this study, it means ability to keep promises such as calling back and providing a report when promised.

1.9 Limitations of the Study

The study only involved employees in one organization. Therefore, its findings may not be generalized to other organizations with different operations and background. Besides, there are other factors which may influence the quality performance of customer service yet to be studied such as corporate culture, facilitation, leadership style, organizational structure, recognition and reward, training, education, experience and so on.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter rewrites in details research done in the past regarding relationship between selected independent variables and quality performance of customer service. This includes the concept of quality customer service as well as the importance of self-esteem, emotions, team-leader and members' support, role conflict along with workload in influencing the quality performance of customer service.

2.2 The Concept of Quality Customer Service

As a competitive weapon, quality customer service may be less effective during the early phases (1980-1990) of highly innovative industries. But, when the sparkle of new products, low pricing and high quality dims, the company that has built a reputation for service retains a nearly overwhelming lead. Davidow and Uttal (1989) emphasized that quality customer service is a powerful competitive weapon in every business. Cina (1990); Daniel (1992); Gale (1994); Reichheld and Sasser (1990); Shycon (1992) and Robledo (1998) too highlighted quality service is essential for organizational long-term survival and its success greatly depend on providing high-quality products and services that meet the expectation of their customers (cited in Robledo, 2001). Whereas Papps (1995) defined quality as a dynamic state associated with products, services, people, processes and environments that meet or exceed expectation. Paradoxically, organizations seem to know customer service is essential to their business and talk a lot about the importance of it, and yet service keeps getting worse because they fail to understand what customer service really is. Indeed, successful organization don't just talk or write about excellent customer service, they really live it. Considering the importance of quality customer service, researchers have devoted a great deal of attention to it, but there are still some hot discussion going on in this section especially the conceptualization and measurement of service quality (Robledo, 2001).

Services are often invisible and thus difficult to define. Therefore, in order to measure quality customer service effectively, Robledo (2001) has done a study by using SERVQUAL model to measure service quality within airline setting. The SERVQUAL model has identified three specific criteria which includes tangibles, reliability and customer care as important factors when customers evaluate service quality. Other studies done by Lewis and Entwistle (1990), Thomasson (1993) and Zeithaml (1990) have also mapped out a list of most significant factors which customers recognized as quality customer service. These factors included trust or dependability, simplicity or availability, empathy and also the way of handling critical incidents and customer complaints.

The customer's picture of the service company's employees, their experience, knowledge and competence combined with their commitment and willingness to serve, affects customer-perceived quality. Berry, Parasuraman and Zeithmal are among the best-known researchers on service quality. Parasuraman (1984,1988) argued that five factors claiming in service quality are: tangibility, dependability, willingness or readiness, assurance and empathy (Robledo, 2001). Tangible refers to the physical environment in the service organization; premises, equipment, personnel and dress code. Dependability refers to the company's ability to fulfill its commitments. Willingness and readiness mean carrying out the service punctually and quickly, being there for the customer and being available when he needs assistance. Assurance means employees' knowledge and competence and their ability to inspire reliance and trust. Hence, the existence of different customer satisfaction types cannot only be set up theoretically but can also be proven empirically in analyzing the consumer behavior. Stauss and Neuhaus (1997) stating that even if customers give equal total satisfaction scores, they articulate different emotions towards the company, formulate specific expectations in the form of different aspiration levels and list different reasons for or against the re-choice of the company. There are emotional, cognitive, and intentional loss potentials and the different customer satisfaction types imply different levels of loyalty towards the company.

As a conclusion, customers are vital to the success of any organization. In all industries, when competitors are roughly matched, those that stress on quality customer service will win.

2.3 Contingency Approach

Contingency approach is used to summarize the connection between the selected factors and quality work performance. Contingency approach is a perspective suggesting that organization behavior is affected by many factors and the way someone will behave is believe to be contingent on many variables at once (Greenberg & Baron, 2000). Various personal variables characteristics such as an individual's work values, skills and motives to work hard are only part of the factors which influences one's job performance because other factors like environment context and situational factors have to be taken into consideration also. Figure 2 on the following page shows the conceptual framework, which will be used in this discussion (Greenberg & Baron, 2000). With the rapid changes, it is harder and harder to survive in this highly competitive world of businesses. Therefore, management has to identify what their front line employees' strengths and weakness are in terms of providing quality customer service. Once the management has acquired the new knowledge regarding the major factors that have the most influence over quality performance of customer service, they will be able to improve the job performance of their front line employees and finally strive to be a world- class company.

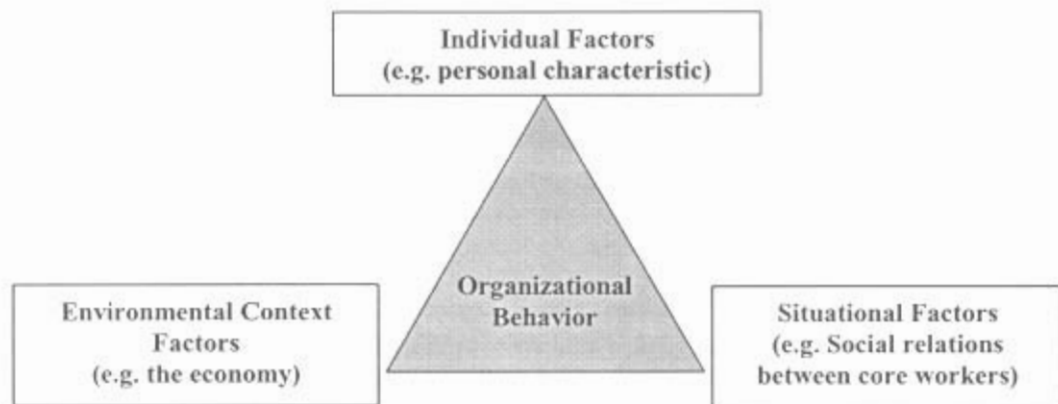


Figure 2: A Model of Contingency Approach

Source : Greenberg, J., & Baron, A. R. (2000). *Behavior in organization*. United States of America: Prentice-Hall, p.29-40.

2.4 Concept of Self-Esteem and the Model Related to Job Performance

Self-esteem is the degree to which employees like or dislike themselves (Baker, 2000). Fibel and Hale (1978) stated that self-esteem can be defined as one's feeling of self-competence and self-worth (cited in Abraham, 1999). Simply put, self-competence is having self-confidence or the conviction that one is generally capable of producing the desired results.

Various studies show positive correlation between self-esteem and peak performance at work. Ann Howard and Douglas Bray (1988) have discovered that AT&T managers' levels of self-esteem extensively forecast their level of progression 20 years later (cited in Ranjit Singh Malhi, 2002). All of us knew that our thoughts have great influences towards our feeling and how we tend to conduct ourselves. Surely those who feel worthy, capable and competent will have a better chance to accomplish their goals than those who feel worthless, weak and incompetent.

From an article "self-esteem and peak performance at work" written by Ranjit Singh Malhi (2002), he emphasized that it has been proven that underachievers are generally less confident and less ambitious (Goldberg, 1960), less self-accepting (Shaw & Alves, 1963) and lack a sense of personal worth (Durr & Schmatz, 1964). How does self-esteem contribute to peak performance at work? Ranjit Singh Malhi (2002) has listed down a number of reasons in his article on self-esteem and peak performance at work. Explanations given are high self-esteem triggers enthusiasm and optimism. It motivates people to pursue their goals and to persevere in the face of obstacles.

Ranjit Singh Malhi (2002) after numerous literature researches developed a reciprocal relationship between self-esteem and peak performance at work is best exemplified in the Empowering Cycle of High Self-Esteem and the Vicious Cycle of Low Self-Esteem. Past research shows that individuals with high-esteem are more confident than those with low self-esteem. Figure 3 on the following page shows a high self-esteem promote high expectations and figure 4 shows the vicious cycle of low self-esteem. Figure 4 in following page, low self-esteem results in low expectations. Low expectations obviously result in the establishment of less challenging or average goals.

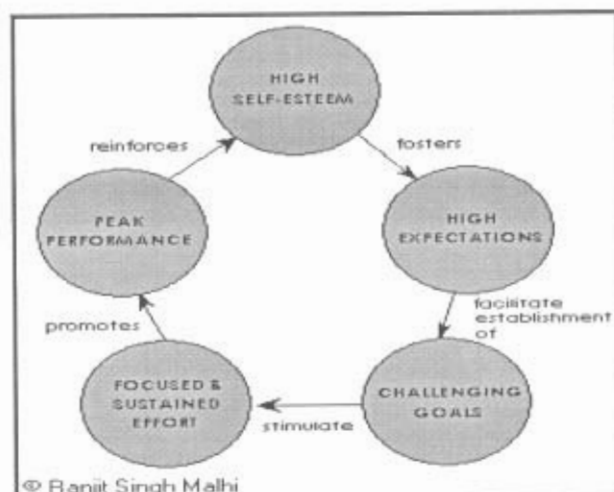


Figure 3: Empowering Cycle of High Self-Esteem

Source : Ranjit Singh Malhi. Self-esteem and peak performance at work. Retrieved June 20, 2002 from the World Wide Web: <http://www.ranjitmalhi.com/sepa.htm>

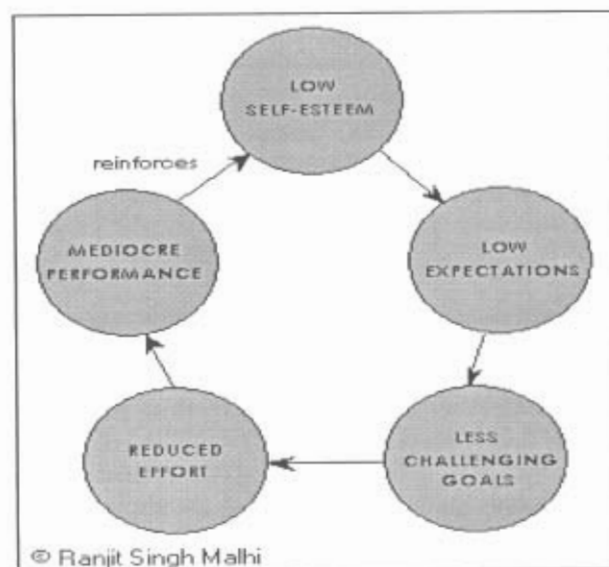


Figure 4: Vicious Cycle of Low Self-Esteem

Source : Ranjit Singh Malhi. Self-esteem and peak performance at work. Retrieved June 20, 2002 from the World Wide Web: <http://www.ranjitmalhi.com/sepa.htm>

Research done by Burger (1992), Daubman, and Schonbach (1990) showed that people with high self-esteem are likely to have an internal locus of control (Ranjit Singh Malhi, 2002). Internal locus of control people or Internals believes that they largely determine their own outcomes. Research shows that Internal exert greater effort on the job and perform better.

2.5 Concept of Emotions and Its Relationship with Job Performance

Although research does not provide direct support for the suggested relationship between an employee emotional display and customer satisfaction, it does suggest that a customer's interpersonal may determine a customer's level of trust and commitment to a service/sales person (Bove & Johnson, 2000).

Hearn (1993) stated that emotions have to be clearly understood since they are not only mental and physical states but are also social constructs (cited in Turniansky & Hare, 1998, p.19). Emotions are functional for the adaptation to the environment and it affects our bodily responses as well as our thought processes (Barker, 2000). In Figure 5, McShane and Glinow (2000) have listed down several types of emotions in the workplace.

Anger	Fear	Joy	Love	Sadness	Surprise
Disgust Envy Exasperation Irritation Rage	Alarm Anxiety	Cheerfulness Optimism Pride Relief Zest	Affection Longing Lust	Disappointment Neglect Shame Suffering Sympathy	No sub categories of emotion

Figure 5: Types of Emotions in the Workplace

Source : McShane, S. L., & Glinow, M. A. V. (2000). *Organizational behavior*. United States of America: McGraw-Hill p.200-2001.

Ashforth & Humphrey (1995) argued that emotions are an essential and inseparable element of organizational daily life (cited in Turniansky & Hare, 1998, p.19).

Dierkes, Antal, Child and Nonaka, 1997 stated that assorted types of emotional stimulation in an organization may generate influential motivational tendencies that can assist or hinder organizational goals (cited in Grayson, 1998). Morris and Felman (1996) assumed that regularity of emotional display, attentiveness to display and emotional conflict would ultimately increase emotional exhaustion and as a result decrease in job satisfaction (cited in Mann, 1997). Therefore, it is proven that emotions not only play a major part in setting up the individual's behavior, they also have prevailing effects on social interaction (Grayson, 1998). Wharton and Erickson (1993) emphasize on employers' efforts to shape workers' emotions and emotional displays have become an important focus of organization research (cited in Mann, 1997). Kemper (1984) categorized emotions into three types, which included integrative emotions, differentiating emotions and masking emotions (cited in Mann, 1997).

Studying emotion in organizations require a researcher with alert, sensitive, capacity to report imaginatively and conceptually make others understand the real meaning behind emotional texture of organization (Fineman, 2000). Mann (1997) stated that masking emotion refers to displays of emotional neutrality and restraint. Meanwhile, Kemper (1984) described that differentiating emotions are caused by group differences but Rafaeli and Sutton (1987) clarify that emotional dissonance take place when expressed emotions are in conformity with organizational norms but collide with true feeling (cited in Abraham, 1999).

Although there is no studies exist to assess directly the impact of emotional dissonance on job-induced tension, but two studies have recognized relationships between role conflict, tension and job satisfaction. Using path analysis, Bedeian and Armenakis (1981) observed that role conflict significantly influence job tension, which leads to dissatisfaction (cited in Abraham, 1999).

In the meantime, Batlis (1980) related role conflict to both job-induced tension and job satisfaction. Abraham (1999) introduced three principal findings in her study on 'emotional dissonance in organizations: conceptualizing the roles of self-esteem and job-induced tension'. This study involved a total of 103 customer service representatives in the telecommunications, entertainment, food service and clothing retail industries where 38 per cent of the respondents are men and 62 per cent are women. Below is the principal findings of this study by Abraham (1999):

- Emotional dissonance first inducing job tension, which in turn induces emotional exhaustion;
- Low self-esteem increasing emotional dissonance, which causes emotional exhaustion; and emotional dissonance reducing self-esteem, which arouses job dissatisfaction. The final model representing these linkages is diagrammed in Figure 6.

Figure 4
The final model

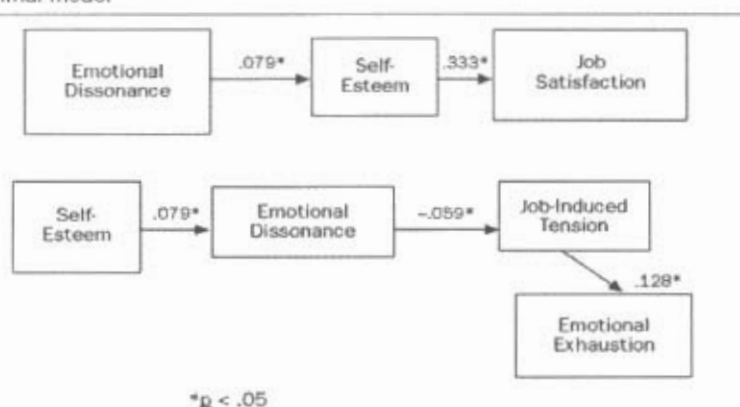


Figure 6: The Final Model

Source : Abraham, R. (1999). Emotional dissonance in organization: conceptualising the roles of self-esteem and job-induced tension. Emerald-library [on-line]. Available: <http://pippo.emeraldnight.com/vl=3875556/cl=21/nw=1/fm=htm/rpsv/cw/mcb/01437739/v20n1/s3/p18>

Based on the above review of the literature, summary of hypotheses that can be stated are:

- Emotional dissonance results in job-induced tension, which leads to job dissatisfaction and emotional exhaustion.
- Self-esteem is antecedent to relationships between emotional dissonance and its outcomes of job satisfaction and emotional exhaustion.
- Self-esteem mediates relationships between emotional dissonance and its outcomes; emotional dissonance reduces self-esteem, which in turn, causes job satisfaction and emotional exhaustion.
- Self-esteem moderates emotional dissonance outcome relationships: low self-esteem individuals will experience greater dissatisfaction and emotional exhaustion from emotional dissonance.